# YUKON DEVELOPMENT STRATEGY

## FALL CONFERENCE REPORT

YUKON · 2000

*Building the Future*

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# The Yukon 2000 Fall Conference: An Introduction

This booklet contains the collected results of the YUKON 2000 fall conference. It is meant to serve as the lasting record of the meeting held in early November, 1986. This publication also updates delegates on how the Yukon development strategy expects to proceed as the next important phases of the process unfold.

The fall conference brought together all the elements of YUKON 2000. In time for the Whitehorse meeting, a series of preliminary briefings with bands and community councils took place. Just prior to the conference, 11 industrial sectors reported on a series of fall workshops which dealt with constraints and options for development. At the conference, 15 research papers were available on topics like participation of disadvantaged groups, energy and financial institutions — economic activities and issues which bear on many sectors. The purpose of the conference was to review the work done to date and discuss options. Delegates met in three workshops of 10 to 20 people and visited sectoral displays to accomplish this review.

The 200 Yukoners who attended the fall conference as delegates or observers represented industry, social organizations, interest groups or individual concerns. They represented the old, the young, Native-cultures, workers, entrepreneurs, homemakers and the disabled. In advance of the three-day meeting, many delegates wondered why such a diverse group of people had been brought together.

The government believes it is possible to get consensus on how the territory will develop, but consensus doesn't come without making an effort to explore the full range of possibilities. Bringing people together and providing information are essential elements of the process. The 26 reports published to date, the community meetings, and the Faro and fall conferences, together, have provided the YUKON 2000 process with a large amount of raw material on which to build consensus.

This book does not report any final conclusions on the content of the final Yukon development strategy. It is too early for that. However, the conference results show there are areas of agreement already, a willingness to work towards consensus, and an ability to share ideas among the diverse groups in our society.

This report mirrors the format of the conference. The information, which was provided by facilitators on overheads, is divided into workshops, and the workshops in turn divided by topic. The summaries at the beginning of each workshop briefly describe the results for the whole section based on the comments which are recorded below them. The summaries were written by staff in the Economic Development department.

This report will be used in future stages of YUKON 2000 work. For this reason, all details have been included to give a complete reference document for delegates and staff.

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# The Process: Yukon 2000 Phase One

The Faro workshop was the first formal step in the Economic Development Strategy process. Approximately 60 people, representing key interest groups in the Yukon economy, discussed goals for an Economic Development Strategy and key issues influencing development in the territory. These issues provided the content framework for the Strategy and were used to structure the Strategy workplan.

Preliminary goals and objectives were identified and are summarized in the YUKON 2000 Discussion Paper which was widely circulated. During September and October work on YUKON 2000 concentrated on three areas which are described below.

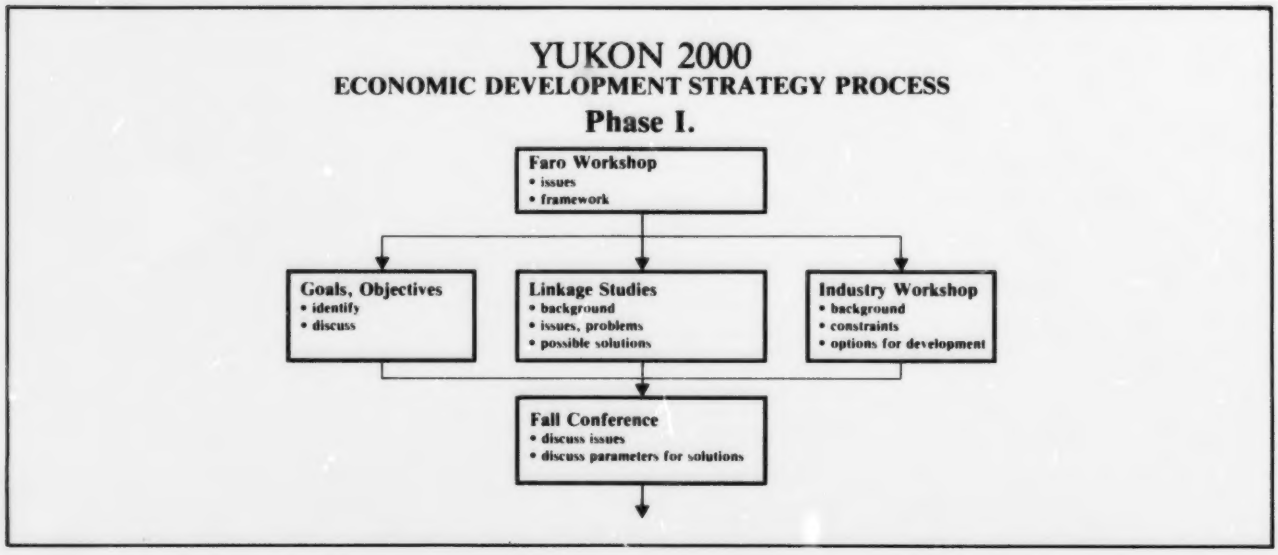
A number of the issues influencing economic development in the Yukon are not specific to one industry. Rather, they are broad issues which affect development in most of our industries. Examples include training, financial institutions, and infrastructure. In total, 15 of these broader issues were identified and formed the topics for a series of "linkage" studies. Each of these studies provides background information, identifies specific issues and problems in the topic area and recommends some possible solutions. A publication list is included on the last page of this report.

Initial work on key industries in our economy occurred during this time. Background information on each of these industries was prepared. The constraints to growth of the industry and options which could enhance development as outlined in the background papers formed the focus of workshops which were attended by industry people.

YUKON 2000's first meetings with community groups involved in economic planning began in mid-September and ended in early November. The participating groups included Municipal and Indian Band Councils, Community Associations and Chambers of Commerce. At the meetings, the Economic Development Strategy was discussed, with specific emphasis placed on the role of the communities. The response was generally favourable with most groups in agreement with the concept of economic planning for themselves and the territory.

Each of the community groups was invited to send a representative to the Fall Conference. Although the dates of the conference caused some inconvenience, most communities were able to send at least one individual. During the conference, the participants had the opportunity to examine displays on the industry reviews, obtain the linkage studies, participate in workshop discussions, and meet with other individuals from the communities — activities which will help communities participate in the next phases of the strategy process.

Later in this report, the next steps of YUKON 2000 are described.



# Yukon 2000
# A National and Territorial Perspective

**About Robert McConnell . . .**

*Robert McConnell lives in Montreal now but is a westerner at heart hailing from the West Coast. And while he lives in Canada's largest metropolitan area, the journalist-turned-futurist spent his youth on an small island with people who logged, and fished and farmed and trapped to make a living. His grandfather worked a gold mine until "it ran out of gold — as they always do."*

*McConnell today works for Canadian Trend Report, a company in the people watching business. CTR staff reports to business and government on what people are thinking across the country.*

*McConnell spoke to YUKON 2000 delegates on social, economic and political trends through the eyes of Canadians as reported in the media.*

**Futurist Robert McConnell**

"At Canadian Trend Report we're in the people watching business. We don't do it by hanging around on sidewalks though. We do it by reading newspapers.

Every newspaper in Canada comes into our office and everyday our staff reads through those newspapers and clips and codes and files stories about what people are saying and doing as they go about their lives.

And as we study these stories, we are looking for patterns and changes of patterns. Those changes in what people are doing today give us a pretty good idea of what they are going to be doing in the future.

In a way, it's a lot like hunting. I find when I go hunting, the first thing I do is sort out the way things are today: the color of the leaves, the sounds of the wind and the birds and the undergrowth, the smells and conditions of the ground.

Once I've got all that in my mind, I don't pay attention to it anymore. I just look for the differences. The differences of color, texture and sound. Because it is the differences that will tell me where there is game.

So that's what we do. And when we do it well, which fortunately is most of the time, we can tell our members in government and in business, whether all the things they are reading, and hearing and seeing are going to make the difference to them in the future.

We can usually tell them this long before they could get that information from other sources such as opinion polls. That's the commercial—now on with the news.

Let me tell you what we see as we look at what people are doing in Canada.

What we see is a remarkable change in the way Canadians look at themselves and the governments and the other institutions that make up Canadian society.

Canadians no longer trust these institutions as they once did. They don't believe they work effectively and in many cases they don't think that these institutions and the people who run them reflect the real needs of the country. When we looked at the data that told us this, we sat down and tried to figure out, and describe to ourselves the attitudes that are producing the behaviour that we've seen.

We found we could best describe this behaviour in terms of four questions which people seem to be using today to sort out their approach to the problems they are facing.

The questions Canadians are asking are:

- Who is this for?
- How much does it cost?
- Where is the money going? and
- Does it work?

What are they asking those questions about?

They are asking them about government — the whole structure and organization that represents government — the departments, the programs, the people. They ask because Canadians have lost the faith they once had that someone was minding that particular store.

There used to be a belief in this country that politicians could come and go but despite these political changes things would be taken care of by the constantly expanding civil service and the constantly expanding range of things that government did for us with the better and better trained people working in the bureaucracy. No matter what happened things would be taken care of.

The 1980s have knocked that assumption out of people's heads because when finally the crisis came that all those smart people in those elaborate institutions were supposed to be able to protect us from, they failed.

As far as those Canadians are concerned they have still failed because they have not yet picked us up from the damage that was done in the early part of this decade and set us on a new course.

This has made a great deal of difference about the way Canadians think about and respond to politicians because they see

politicians in command of machines that no longer work. So they don't trust the politicians anymore because they don't believe the politicians know how to make the machine work.

Some political leaders have sensed this is what has happened and they have adjusted appropriately to it. There are some very popular political leaders in Canada now, mostly at the provincial level.

At the federal level though, politicians have not yet made this adjustment and they are continuing to do things that used to work for them when Canadians still trusted the institution of government.

Right now for example what political promise isn't like a hand grenade with the pin pulled. It used to be that politicians could make promises and two things happened. Either people believed them or they discounted them. Remember, people used to say, "that's just politics."

You don't hear that phrase anymore. When a politician makes promises today people first of all don't believe him because they don't believe a politician knows how to make the apparatus at his disposal work — to make the promises effective.

So they don't believe him but they store up the promises rather than just discounting them. They store up the promises to beat him over the head with when inevitably he fails to fulfill them.

So people are asking these questions about government and in particular some aspects of what government is supposed to do for us. Education and childcare are big, big issues in people's minds. They don't like what they are seeing. They are beginning to take their own action to force appropriate changes.

They are asking these questions about childcare and they are asking them about the elderly. It is now common place, we all understand the numbers, that Canadian society is rapidly aging. Twenty years from now the proportion of people of Canada over the age of 65, retired, drawing pension benefits and requiring increasing amounts of increasingly costly health care will be much larger than it is today.

It is becoming, in the minds of our population, however, a crisis right now because those people who are already at that stage and already running up against the inadequate health and geriatric care we have, are the parents of the voters of today. There is a double generation effect.

'We see a remarkable change in the way Canadians look at themselves and the government'

People do not like what they see. They realize governments are not responding effectively to it.

They are asking the questions about the whole welfare system and the safety nets. One of the things we believed until the early 1980s was that we had in this country, and had paid handsomely for, a series of safeguards that would keep people in Canada, no matter how hard things got, from hunger, and exposure.

Canadians now realize that's not the case.

There are in Canada today 135 food banks, all which are privately organized and all of which are in the business of getting food to people who have no way to buy food for themselves. Those have become potent symbols in the public's mind of the failure of the safety net to protect Canadians from the ultimate degradation of starvation.

People are asking these questions about the economy. The shocks of the '80s have destroyed their belief that they were living through a period of increasing prosperity and economic stability. They don't believe that any more.

The memory of double digit inflation, along with the inability of government to deal with it and economists to understand and solve it, is very much still alive in people's minds.

The reality of unemployment — even among people who are middle class folk in good middle management jobs in large powerful economic institutions — has become a personal reality to Canadians in a way that it never was before.

They don't trust the economy to keep them going for the rest of their lives. Moreover, they have formed a conviction for first time in the history of this country that their children are not going to live as well as they have.

Most Canadian adults expect their children's lives to be more difficult than their own lives were.

They are asking the question about the assumption that Canada is a storehouse of resources which its population could live off of forever. Most of us in this room learned that fact when we were at school. But now suddenly, we may be able to produce grain, but so can the rest of the world. We can't sell it.

We've learned the forest resources we assumed were endless in fact are being over harvested. We've learned the vast storehouse of energy we assumed was floating under the prairies is diminishing. We've learned the frontier resources we assumed would replace conventional sources are difficult to get at, very difficult to produce and very much at risk to the kind of manipula-

tion of markets that OPEC has been involved in.

We've learned that mega-projects don't work. They are not going to be the salvation of the unemployed or the engine for economic growth.

They are also asking those questions about business. It used to be that the best thing you could do as a Canadian was aspire for a job in a large company. But what Canadians know today is large companies are getting smaller by firing people. They call it downsizing or layoffs. But everyone recognizes those jobs are not going to be replaced.

People are also beginning to recognize companies have yet to end that process. Canadian Trend Report works with some very large corporations. Many are now in the second, third and fourth wave of downsizing because they have not yet got themselves to the point of being competitive in terms of their cost structure and efficiency.

People are also asking those same four questions about their own jobs — the kind of work they want to do. And quite apart from keeping food on the table and a roof over their heads, if the job represents the kind of life they want to live.

Ultimately, they are asking those four questions about their own lives.

There are a couple of reasons why people are asking these question at this time. The type of dislocations we've seen over the last few years represents one chunk of those reasons.

There is another, however.

In 1986, the first baby boomer became 40. In 1986, as a result of the baby boom, half the adults were below the age of 40. They are the people who used to be described as the "Me" generation, the pampered generation whose needs were catered to by their parents and by society at-large all through their lives.

They've been better treated, better educated, and pumped up with bright prospects than any other generation. The "Me" generation was also typified as being a very selfish generation, expecting everyone to pay attention to their needs.

Well if we look at it a little, we see a little bit of truth in those assumptions. We see the Me generation coming of age and looking around at society. They are realizing all the needs that are needed are not being catered to effectively.

They are beginning to take action on their own. They don't trust government, they don't trust bureaucratic structures, they don't trust perceived wisdom, but they do listen to their friends and peers.

The selfishness that was Me is expanding somewhat. People are starting to take direct action not based simply on their own needs but on the needs of their friends, their co-workers or the people who live in the same community as they do.

We are not sure at this point how all this is going to work out. We do know, and this is certainly the advice to the governments we deal with, that this change of attitude is permanent and it requires a substantial change in the way governments plan to deal with people and their needs.

I would hope a little of this would sound a little bit familiar to you. As I looked through the material prepared so far for the YUKON 2000 process, I recognized the four questions coming through loud and clear.

Remember the questions:

- Who is this for?
- How much does it cost?
- Where is the money going? and
- Does it work?

Those are the same questions you here in the Yukon are asking yourselves about the process, about your basic industries, about your educational services, the balance of interest between the various races and ethnic groups that make up the Yukon, about the kinds of lives that you want to lead.

Your asking, for example, "where is the money going?'

That is the question that underlies your very useful concerns about import substitution. Right now the answer to "where is the money going?" when it's asked in the Yukon, is "out".

In order for people in the Yukon to lead better and more stable and reliable economic lives that answer has to change so instead of all the money going out somewhat more of it stays here.

The question of "how much does it cost?" is asked about jobs and the kinds of jobs the Yukon economy has traditionally produced.

'Who is this for?" is a question that pops up in all of your deliberations.

And finally, "does it work?" is the one you seem quite willing to use as a test in an exercise that you're going through that seems, looking at it from the outside, to be remarkably free of ideology or political bias.

I look at what we see in the country at large and I look at what you're doing here. What you're doing here is an example of what I think we are going to see more of in the rest of Canada.

You have the advantage of being a relatively small community — one that because of isolation, a difficult climate, a considerable economic challenge, and a very cohesive community — tends to share experiences, common challenges and concerns.

That is less the case in some of the larger chunks of Canadian society, but nevertheless, in those larger chunks people are going to be coming together the way you are coming together here to try to cut through the existing structures of government, business and social organization to find new ways of putting together solutions based on the ultimate question "does it work?'

In the sense that I am a futurist, I am pleased to be able to tell you the future is now and you are very much part of it."

# Goals and Objectives: Agreeing on the Territory's Future Course

**Coming to agreement on goals and objectives was a major task for conference delegates.**

The goals of an economic development strategy, in principle, are no different than the goals held by most individuals in society. Goals represent our ambitions for the future. When people set goals, they usually think about ways of meeting that goal over a period of time by establishing objectives.

For example, a person may make building a new house their goal over the next five years. The steps to meeting that goal might involve finding land, earning the down payment, getting a bank loan, deciding on material and how the house will be built. In short, the final goal comes after measureable objectives have been completed.

A working Yukon Development Strategy will have goals which Yukoners believe they can strive for with confidence. It will also have clear objectives which from time to time can be measured to see if our goals are any closer.

The development strategy goals are not just for government. They are for employers and employees. The goals are also for people who don't work for wages at all. The goals reflect Yukoners priorities for the economic development of the territory.

Proposed goals were discussed in Faro last June at the outset of YUKON 2000. The fall conference provided another chance for Yukoners from many social and economic backgrounds to explore where there is agreement on goals. Delegates also discussed objectives.

In general, people agreed with the goals and objectives presented at the conference. Most of the discussion groups expanded or clarified the intent. Here are the goals as modified by the conference.

## The Option to Stay in the Yukon

Yukon should remain a desirable and worthwhile place for people to stay, to live, to learn, to work, and to raise families. Development, first and foremost, should ensure secure and stable opportunities for people to support themselves. The first priority for development should therefore be directed towards those who have already chosen to make Yukon their home. This goal recognizes for many the option to stay in the Yukon is meaningless unless it allows them to meet their needs in their own communities or have the freedom to move elsewhere in the territory as they wish.

## Taking Control of the Future

Yukoners want and intend to have greater control over future development in the territory. Control will never be complete when there are many external events affecting the possibilities for development. But taking control will mean old ways and old relationships with external forces can be explored and constructively changed without isolating the Yukon from the country and the rest of the world.

Greater community control stands as an important dimension of this belief. Higher levels of ownership by Yukoners and greater political and economic autonomy are others.

## Achieving an Acceptable Quality of Life

Development should enhance and preserve the quality of life for Yukoners. But what "acceptable quality" means will vary from person to person. An aspect of this goal must be that freedom to make choices for individuals not be lost.

For many, an acceptable quality of life means material well being: wages at least comparable to national standards, a good return on capital invested and time devoted to business; for others it is the knowledge that non-wage lifestyles will survive because renewable resources continue to be accessible to users.

Quality of life has social dimensions. People want and deserve public services and support consistent with national standards. In addition, special circumstances in the Yukon must be accounted for in social programs. In terms of an economic strategy, the provision of services stands as an important productive activity for many.

The special quality of Yukon's environment is a further aspect of quality of life. The land, forests, rivers, lakes, mountains, and wildlife contribute to the life enjoyed by residents and visitors alike. A complementary link must be made between development requirements and environmental concerns.

## Achieving Equality

There is widespread agreement that equality is a valuable goal to include in a territorial development strategy. Poverty exists today in the Yukon. Many people — women, Indians, youth, the elderly, the disabled — do not have the opportunity to participate on equal terms in the economic opportunities available here. The specific measures which will alter this situation deserve special attention since their integration into the development strategy is complex. The complexity of this issue was highlighted at the fall conference by delegates who asked questions about what objectives will be undertaken to help meet this goal and how land claims will affect it.

In addition to these four broad goals, the fall conference in all workshops agreed upon the following objectives as part of YUKON 2000.

## Increased Job Opportunity

This objective, as delegates pointed out in workshops, is one aspect of an economic development strategy which will allow Yukoners the option to stay in the territory. Specifically, training, greater control over spending, and the encouragement of business will increase the number and variety of jobs.

## Diversification of the Economy

Diversification, which itself will improve job opportunities, is cherished as an objective by many in the Yukon. In particular, rural areas see the diversification of the economy as a way of taking advantage of the inherent strengths in rural areas. Diversification, if it is well planned, will also be important to taking control of our own future.

## Increased Participation in Decision Making

Quality of life and equality of opportuntity are two goals which rely heavily on this objective if progress is to be made towards them. Increased participation, in delegates minds, means participation in government decision making. Delegates felt this objective would involve giving people the skills and resources to effectively participate. Further, increased participation here is dependent on the Yukon government increasing its powers by taking on more responsibilities from Ottawa.

YUKON 2000, as the process continues, will likely reveal other objectives which, in the short term, can help us achieve our long term goals.

# Resource Allocation

The Yukon's economy is primarily dependent on natural resources. In developing our resources, the needs of the territory's people should be considered in conjunction with the needs of resource-based industries. This workshop asked participants to evaluate and consider the implications of suggested principles which could govern resource allocation and use.

The principles, which are given in greater detail below, in general covered the manner in which resources should be used and who and what should influence decisions concerning resource use. The needs of industry, communities, regions, the Yukon and Canada were considered and their importance evaluated.

A strong sense of "Yukon first" governed most groups' responses. "Decisions by Yukoners for Yukoners" was one group's succinct observation. Workshop participants also tended to place the needs of communities ahead of the Yukon and Canada, whether those needs were for people — like quality of life and equal access to opportunity — or for the industries on which local people depend.

The groups realized that mechanisms for incorporating community wishes would have to be created, mechanisms that would also reflect the interests of government and regulatory agencies and augment the dynamics already present in the electoral process. This was apparent in discussions on multiple use and meeting environmental concerns while promoting economic growth through industry. While all groups agreed on this point in general, opinion was varied as to the extent of this mechanism's mandate — how many people need to be consulted, whose interests take precedence when there is a conflict, and how big a bureaucracy is needed/wanted to meet the demands of a fair and satisfactory decision-making process.

It appeared the expectation was that it was the government's responsibility to resolve these issues and to institute this decision-making mechanism. It also seemed that all the principles discussed were to apply to public sector initiatives and not private, i.e. the preparation to develop and open a new mine but not the actual running of the mine itself.

A heartening note in the workshop was the optimism shared by all groups as to the Yukon's future. Either this was based on expectations arising from the recent economic upswing or on the enthusiasm generated by sharing ideas between different communities, industries and government.

The groups believed industry, environment and social needs can be met through mutual cooperation and communication, with a strong emphasis on accommodating the groups most affected by a project. Because the principles were broadly outlined, much discussion centred on refining the wording or defining the concepts presented in the prepared questions.

The majority of Yukoners participating in the workshop were very clear about their opposition to blindly exploiting the territory's resources. The desire for a stable, satisfactory lifestyle and economy was present throughout the discussion, and the willingness to listen to other groups and to cooperate to achieve these desires was evident in the groups' responses.

Detailed Results

## Multiple use of a resource should be favoured over single use wherever possible.

While all groups agreed with intent of statement (multiple use favoured over single use wherever possible) a major concern was the mechanism that would be used to allocate the resource and the principles guiding it, e.g. efficiency, compatibility, practicality and social and economic benefits. Most groups wanted examples of the multiple uses considered, since, as one group pointed out, there is legislation which provides some sectors with exclusive use, e.g. Parks Act, Quartz Mining Act. Groups did not want to see arrangements be permanent yet realized certainty must be a part of any multiple use agreement.

Defining the Issue

- Does multiple mean all things everywhere or everything somewhere?
- What about subsequent use and external impacts, e.g. international markets?
- Is multiple use alternate use? Should it address only public resources?
- Need a plan to ensure a resource is not destroyed where there is a possibility of multiple use at a later time.

Application of Principle

- Multiple use of a resource should be encouraged in all cases with full assessment of impacts and benefits to the Yukon wherever practical.
- Multiple use is a sound resource

management principle but not opposed to single users when appropriate. First users need rights. Need a means to set priority.
- Compatibility of uses must be considered...don't lock up a resource; there can be benefits derived by letting a resource sit.
- Need to consult affected interests, review on a case by case basis. Multiple use when co-existence possible.
- Multiple use possible if mechanisms available to resolve conflicts; reasonableness should be determined through a proper public process. Exclusive use areas should be the minimum size possible.
- No rule can be hard and fast; concern that once use is restricted, it will be very hard to change. Need assurance that the process will be responsive to public, changing needs.
- Multiple use is a good principle but there may be exceptions which should be given full consideration. A thorough information base for decision making is needed.

Benefits of Multiple Use
- Multiple use should facilitate economic and social benefits for all Yukoners.
- Multiple use should maximize benefits from the resources for the long term.
- Both renewable and non-renewable resources should be addressed.

Concerns with Multiple Use
- Compatibility.
- Multiple use should guide decisions wherever reasonable, not everywhere it's possible.
- Technology, such as better reclamation techniques, may allow a single use site to be used later for other purposes.
- Decisions should not be forever although legal certainty is important to users.
- There are exceptional cases for arguing both single and multiple use.
- Trade-offs are involved; allocation should depend on total benefits.
- Many issues need to be clarified.

## Development and conservation can go hand in hand. In most situations, conservation should be an integral component of development, and vice versa.

Most groups agreed with this statement, although some concern arose with poor definitions of the terms development and conservation, which one group said are "value definitions." Cost of implementation was a concern, as was the need for thorough consultation between affected groups and the need to practice conservation throughout the life of a project. As with multiple use management, groups were aware of the need for a mechanism for resolution of competing uses and interests, and proper administrative management.

Cost
- Cost must be considered; it's an important factor. Conservation aspects must be economically viable.
- Need for standards and regulations that allow viable operations.
- Must deal with practical constraints.
- Need to look at the benefits of a particular development versus the cost of the impacts from that development.

Implementation
- Timing is an important factor.
- Perhaps conservation should be defined to include mitigative measures.
- Importance of a process to ensure attention to both conservation and development on an ongoing basis; process should be public and have legislative basis to avoid having arbitrary rules.
- Conservation doesn't often get discussed prior to development, and vice versa.
- Both sides must be willing to discuss possible resolution of conflicts.
- When lands are removed from multiple use options, discussion should take place with other users (e.g. preservation area creation such as parks should be discussed prior to action taken).
- Principles should be applied through the life of the project, i.e. inception to clean-up.
- Conservation should not be used as an impediment to development and vice versa; key is resource conflict resolution mechanism.

Other Issues
- Development does not necessarily have to be destructive to other uses.
- Problem is lack of clear definitions. These are value definitions.
- Conservation MUST, not should be an integral part of development.
- Need to define conservation, e.g. sustainable yield for renewable resources.
- Emphasize proper resource management administration.

## Priority setting should be based on sound assessment of the resource potential and environmental sensitivities at the local/regional level. Good information on the environment is essential.

All responding groups agreed with this statement but suggested further refinements were needed with the definitions for local/regional level and the type of information which should be gathered. A mechanism for deciding what information is needed in making decisions must be developed. Decisions should be made in the Yukon, by Yukoners and for Yukoners.

Information

- Information is needed for sound assessment.
- Good information on both resource potential AND environmental sensitivities is essential.
- Yukon residents should have input into information gathering.
- Information collection is an ongoing process.
- Assessment should include technical and "local-based' information.
- "Relevant" not "good" information on the environment is essential.

Local/Regional Level

- Priority setting should be done not in Ottawa but in the Yukon, by Yukoners, based on priorities and objectives of Yukoners.
- Local level defined as geographic region, including residents and users in areas affected.
- Local/Regional level means within Yukon, including community level and/or by section of Yukon (north, southwest, etc.) depending on resources.

Mechanism

- Who should decide what resource potential is? Suggest possible board of individuals representing different interest groups should decide how much information is required.
- Decisions like training and education affect need for imported labour.
- Regulations should be consistent.
- Mechanism should be "decision making" not "priority setting".

**A discussion on resource allocation: from left to right, David Loeks, Andrew Thompson, Harriet Rueggeberg, and Dennis Prince.**

*Information gathering process should not be done where it limits further options or causes damage to the resource.
- Should not get too hung up on costs of planning because costs of not planning are potentially enormous.
- Planning process must be kept to a reasonable time.
- Gathering information should bear in mind time and cost factors related to practicality.

## Priorities should change as needs and wants of Yukoners change.

Groups agreed with this statement but pointed out that this process is already in place, either as a result of the electoral process, which involves large numbers of Yukoners, or because of changing external circumstances, such as international demand or prices. Minor concern was voiced over what constitutes a "Yukoner" — just permanent residents, or transient residents as well? Groups realized that the division between flexibility and instability is a subtle one.

Mechanism
- Yes, priorities change, but how much? How fast?
- Need to be flexible; need to keep long-term picture in mind.
- Need to establish principles, keep conservation in mind, should not use a resource faster than it replenishes.
- Change is part of the election/government process.
- Consumer choices influence change.
- Technology and markets require responsiveness, must be able to change priorities.
- If a large number of people are involved in providing feedback, decision-makers can obtain information on changes in priorities.
- Government/Bureaucrats/Institutions must monitor changes to ensure responsiveness.
- Regional concerns are important.
- Broad framework must be retained but changes can be made to specific priorities based on changing circumstances.

Definitions
- How do we define "Yukoners" i.e. permanent vs temporary residents?
- Priorities "will" not "could" change.
- Adjustment to change now does happen but it's too slow — need to increase responsiveness — there is a balance between responsiveness and instability, there are merits to laws, regulations and policies.

## Priority setting should be a local or regional effort as much as possible.

There was unanimous agreement with this statement, but groups realized that territorial and national interests must also be considered, since they often override local priorities. Local was generally taken to mean "community". Major concern was that communities provide and have access to information, and if they are in the "firing line" of a decision, to have a significant role in the process.

Scope
- Priority setting should take into account local or territorial interests to the extent that resource use affects local or territorial goals.
- Some communities may wish to set priorities on a regional basis considering mutual interests.
- Territory-wide or national issues usually override local ones.
- Exception to statement: when the common good of Yukoners prevails.
- In time it may be desirable to set standards and priorities on a broader scale.

Mechanism
- Who decides?
- Local decision-makers are accountable to their neighbours/community for their decision.
- Industry needs a clear and fair set of rules to play by.
- Authority and responsibility must go hand in hand, not one without the other.
- Local input could provide specific community views and information on projects.
- Each resource sector has a different level of efficient management.
- Communication and involvement is essential in the process of priority setting.
- Decision making should be at a "front line level".
- In setting local priorities, must have consideration for the total composition of the community, e.g. not restricted to municipalities otherwise not desirable.

Definitions
- Definitions required for local, re-

gional and territorial.
- Should be "community" and not regional.
- Local also means at the community level as well, not just territorially.
- Statement too ambiguous.

## Priority setting should take into account national interests.

Although local interests are recognized as most important by the groups, it was conceded that national interests must be considered with examples of defense, caribou and salmon cited. As Canadians, it is our social responsibility to promote the national interest, although concern was voiced over the perceived fiscal perspective of Ottawa and the impact of Yukon decisions on other Canadian regions.

Territorial Perspective
- "Take into account" means "give consideration to".
- Need to decide whose interest is more important.
- Devolution is important, a better relationship would result.
- Resource management priorities should be locally set, taking into account local interests.
- Local concerns more important but national should be considered, e.g. caribou, salmon.

National Perspective
- Social responsibility to proceed in manner which promotes national interest.
- Should be consideration of impacts on other regions in Canada.
- Many expectations have to account for Ottawa's perspective.
- We must recognize we are part of a nation.
- National issues like defense are a consideration.
- International markets must be taken into account as our products are sold there.

## Priority setting should help us achieve equality of opportunity and participation of all population groups.

Groups said they agreed with this comment but demonstrated considerable unease with its broad scope. More than priority setting is needed to achieve equality. Concern was voiced that equality, rather than other concerns such as cost, would be used to determine priority setting. Several groups felt training and industry/government co-operation were vital factors in achieving this goal.

Mechanism
- Achieved through jobs and business opportunities, mechanism is training.
- There is a trade-off between equality and cost — concern about not pursuing equality at whatever cost, instead should have maximum benefits.
- Quotas are not practical but all groups should have the opportunity to develop skills to access employment.
- Industry/government co-operation in training.
- Broad targets perhaps better than narrow, i.e. things to benefit all Yukoners rather than specifically women, disabled, etc..
- Focus on opportunity.
- Must have reasonable limits.

The Nature of Equality
- Care must be taken not to be too simplistic, we require a lot more than priority setting to achieve equality.
- What about situations where previous rights already in existence, e.g. land claims considerations.
- Equality of opportunity not sufficient in itself; there are many groups who will require more than equality of opportunity to participate, e.g. equitable results.
- "Should help us" is correct, priority setting should not be driven by our attempts to achieve equality.
- Should read "equality of opportunity for participation by all Yukoners".

## The priority setting process should provide information to the affected public. It should also provide opportunities to local residents to inform decision makers as to their choice of priorities.

Groups agreed with the sentiment of this comment but could not agree on limits — some wished to see all

the public informed, others wished private industry exempted, while yet others said it depends on the size of the project. The process should be timely, and does not need to be limited to just public meetings but should use other forums as well. One group pointed out that the latter part of the comment is built into the election process.

Scope

- How far should this be carried?
- Necessary and important for information to flow both ways but the process cannot be carried on too far.
- All public, not just the affected public, should be informed as it is difficult to assess just who is affected.
- Providing information should depend on the size of the project. Larger projects should do this but small businesses should not be asked to provide this information.

Mechanism

- Priority setting processes need to be public and not controlled by a small group.
- Process needs to be timely.
- Second part of this process is a given for our political system.
- Necessary and important for information to flow both ways but cannot carry process too far.
- Opportunities to inform decision makers is a reasonable expectation, taken to mean meetings but not constantly.
- It is possible to do too much consultation; people get overloaded and can't/won't participate.
- Other forums besides meetings can be used.
- Public hearings can provide opportunities for locals to inform decision-makers.
- Adequate notice of decisions should be provided to affected interests.

# Equity and Participation

During the months of September and October, three studies looked at the participation of women, Indians, youth, the elderly, and the disabled in the territorial economy.

Indians, women, youth, seniors, and the disabled represent 60 per cent of the Yukon population. Yet the statistics show they don't get fair or equal treatment from our economic system. Beyond the principle of equality, this disparity has social costs because we must keep people clothed, fed and sheltered at public expense. We lose the productivity they could offer society at the same time.

YUKON 2000 delegates indicated a willingness to address the problem of equity and participation in the workshops. There is agreement that equality of opportunity is a valuable goal for people in the territory to pursue as part of a development strategy.

Nobody wants to see their neighbour face unemployment or poverty, for example, because they have fewer opportunities.

The workshop on equity and participation asked delegates to comment on whether the options listed in eight broad topics might help members of target groups — the Indians, women, youth, elderly and disabled — achieve equality of opportuntiy and equality of results.

Some delegates felt equity and participation were already available to all Yukoners, but most of the comments and options deal with ways of positively affecting the target groups' status in society through programs offered by governments or agencies.

How much should be done, for whom, and who should do what, were very much at issue during workshop sessions even when inequality was acknowledged.

A good number of delegates called for governments to minimize direct aid. They want the individual to take initiative once the person has been equipped with the skills needed to survive in the world. Succeed without grants.

Frequently, comments reflected a fear that assistance for target groups in the area of business development would adversely affect existing firms which "made it on their own" by introducing unfair competition.

However, a major area of agreement was that better coordination is needed from governments to improve efficiency, minimize paper work, and simplify access to employers and potential employees who use programs designed to promote equity and participation.

This might mean putting program officers into communities, taking greater care to design and tailor programs for the clients by involving them in the process, and making more information available to the public on what options are there for the taking.

Training, whether that be directly related to jobs or equipping people with related or necessary skills to participate, surfaced in many of the discussion topics. The need for trained people, however was recognized as a need for Yukoners outside of the specific target groups.

For target groups, that training programs be flexible in terms of when they are offered, that support be given to cover indirect costs like child care and that special efforts are needed for rural Yukon, seemed to have widespread support.

Perceptual barriers exist because of improper information about different groups in society. Delegates agreed on this fact. The remedies suggested include government or target group representatives convincing other individuals that target group members should be judged on their own merits.

Two general areas of caution surfaced in these discussions. First, throwing money at problems has not and will not in the future solve equity and participation issues. Second, especially with affirmative action and pay equity programs, there is fear government intervention will undermine the viability of the small business sector. At the very least, more information is needed in advance of implementing these types of programs.

## Detailed Results

Delegates in this workshop were asked the following question on eight sets of options: If these options were in place would they help the target groups?

Options were discussed under six topics of the eight presented.

**Business/Self Employment**

**Business development programs, joint ventures directed towards target groups, and native business agencies are ways which equity and participation may be achieved. Generally, there is agreement with such programs but with some qualifications. Other factors, such as how programs are delivered and what types were raised by many groups.**

Business Development Programs

- Location of training, whether local or centralized in Whitehorse, will determine their effectiveness for target groups.
- Coordination is needed between different levels of government. Access simplified. Paper work minimized. Efficiency of delivery improved.
- Training needs to be tailored to the target group with input from the group itself. Counselling should extend through the entire program.
- Existing training programs are inadequate. They don't meet businesses' needs.
- Target groups must be approached with good information to encourage their participation. Economic development officers should live in the communities.

- Business development programs are needed in the communities to reach target groups.
- Encourage successful individuals to help the target groups. In addition, visit schools to discuss jobs and careers in business.
- Recognize accomplishments of target groups to provide models for others.

Joint Ventures: Equity participation with groups.

- These could adversely affect existing businesses if they imbalance competition.
- Some level of equity participation is desirable. Participants should make some contribution.
- Access to funding is difficult for target groups at present. This limits entry into business.
- The private sector should be involved in such joint ventures as much as possible. Government dependency is not desirable.
- An inventory on businesses interested in joint ventures is needed along with a published directory.
- Training or information on how to set up a joint venture company is needed.

Native Business Agencies

- More bureaucracy may be created.
- Government should allow business to take the lead role.
- Communities have to support and be involved in the coordinating mechanisms.
- Setting up businesses which compete with existing firms is a concern.
- Agencies can help speed the process of going into business by lending experience at solving problems. However, these agencies need to be kept simple for user groups.
- Existing agencies, like the Business Development Office should hire people from the target groups.
- Native organizations should run their own agencies.

Other Comments

- Attempts should be made to increase participation through "promoting personal initiative" amongst target group members.
- Government help should assist new and old businesses to identify markets, fill out forms, obtain financing, and develop marketing strategies.

## EMPLOYMENT

**Measures such as on-the-job training, affirmative action, and pay equity left delegates split at the conference. Concerns range from what effects such programs might have on business to how useful these are for the individual. Incentive and wage subsidy programs, stipulation to use target groups in contracts, development agreements, directing government funds into areas with high target group participation, leave and flex time policies and job sharing also bring opposing opinions from delegates as indicated by the "split" rating given the options.**

Employee Options

- On-the-job training needs should be assessed and the results of any program examined for effectiveness.
- Employers still require employees to have some skill so they can help the firm as they get further on-the-job-training.
- On-the-job-training should not be offered in isolation from affirmative action and pay equity programs.
- Pay equity implementation remains a concern. Most feel more information on its effects is needed before any action is taken.

Employer Options

- Contract compliance clauses, or requirements placed in contracts, and development agreements are viable options if they do not burden businesses with increased operating costs.
- Enforcement or policing of incentives should be added to the costs of programs.
- Contract compliance is recognized as a measure which would have a huge impact because of the volume of government business. This has both pros and cons depending on the perspective of the delegate.
- Wage subsidy program requirements are often cumbersome for business — especially the paper work.

Work Environment

- Consideration should be given to cultural differences regarding work. Awareness of different work habits should be encouraged.
- Child care and parental leave from work should be encouraged to make work accessible for families.

Other Factors

- Unions should be involved in programs which concern employees such as training and should be consulted on subsidy programs.

**Evelyn Green of the Yukon Indian Womens Association jots notes during a panel on equity and participation.**

## TRAINING AND EDUCATION

**Target groups frequently can't compete in the workforce because they lack appropriate skills and experience. But in many cases, the skills people do have could be of benefit to an employer with some additional training. However, barriers such as money and time can prevent them from getting that extra training. Some target group members, youth for example, are simply looking for a break to get their start.**

Specific Programs

- Literacy, business management, and administrative programs will help target groups.
- Specific programs could help homemakers, youth, and those living by subsistence become wage earners if they want this.
- Career counselling which gives target groups realistic job expectations and understanding is needed.
- The work ethic needs to be promoted.
- Special needs people require more programs.
- People need training which teaches them how to get a job. It would include how to write resumes, be interviewed and the responsibilities of employees and employers.

Work Experience in Schools

- Work experience will help youth get a first job.
- Jobs in connection with school programs will help young people understand they have a role in business.

Training Program Needs

- Target groups need flexible prog-

rams which allow them to take full advantage of the opportunities presented. Evening courses and a variety of seasonal offerings are important to target group participation.
- Training allowances help to encourage participation by dropping cost barriers.
- Child care at education facilities would improve accessibility.
- Programs in rural areas or help for rural people to leave communities for training is needed.
- Training facilities are not accessible to special needs people.

Job Requirements
- Journeymen should be able to train more than one apprentice at one time.
- Altering inflated credentials or requirements to open jobs to different skills would help target groups but changes in attitudes for people responsible for hiring is needed too.
- People should still be encouraged to qualify themselves with training.

Job Related Training
- Assertiveness training can help women and youth build confidence which will be an asset in a job. Training in life skills for Indians was also mentioned.
- Life skills training, problem solving, behavior and motivation should be taught in the school system from kindergarten to grade 12.

**SPECIAL PROGRAMS**

**Little disagreement was expressed about the need for special programs. On the other hand, little support was shown either. Only one group expressed any opinion on the need for day care, family support services, and transportation for the disabled. They agreed the services should be provided. The following comments were made.**

Delivery Systems
- Community input should be considered for the running and nature of programs.
- Incentives could be used to get people to use training programs.
- It should be an option for people on social assistance to do community work while they are receiving cheques from the government.

**A panel discusses the participation of youth, Indians, elderly, disabled and women in the economy.**

- Target group members should have a stake in projects for which they are given funds. Time, effort, and money are needed to ensure their commitment to the endeavor.

## LABOUR MARKET INFORMATION

**No groups made or gave opinions on this topic. Labour Market Information sought consensus on the need to collect information on skill requirements, labour supply data and counselling.**

**However one group noted the need for research into what jobs target groups are currently doing, what pay levels they are at, and what sectors of the economy they are finding work in — whether in the wage or non-wage economies.**

## PERCEPTUAL BARRIERS

**Social attitudes can represent barriers for target groups wishing to participate in the economy. But attitudes can change, myths can be dispelled, and stereotypical views challenged. At the same time, the self-image of target group members often affects economic opportunity. In short, social and economic issues are interlocked suggesting possible roles for government, interest groups, and industry to examine perceptual barriers.**

Social Attitudes to Target Groups

- Advertising is sometimes not a trusted vehicle. It is viewed as propaganda and may not be the best way to alter people's ideas.
- Perceptual barriers will decrease as target groups are seen in positive light by other groups in society.
- Success stories in target groups should be exposed to other groups. No ideas on to do this were noted.
- One on one contact is the best way to change attitudes.
- Education and advertising can go hand in hand in breaking perceptual barriers.

Attitudes Within Target Groups

- Programs to improve self-confidence are needed. No examples were noted.
- Self-help programs also would be beneficial.
- Target groups will benefit from positive publicity about other group members.

Increased Awareness of Social and Economic Issues.

- Taxpayers need simply worded justifications for why "extra" help is required by target groups.

Roles for Government, Industry and Target Groups

- Interest groups should make their concerns and abilities known to employers.
- Government should make it easy as possible for employers to use programs aimed at helping target groups. Minimize paper work. Have flexible criteria which suit the needs of Yukon groups.
- Industry should help provide "vision" for target groups to change their role in the economy.
- Government should not inflate expectations in target groups since most projects start small and grow — especially in business.
- Government should not keep poor businesses from failing. It is part of doing business.
- More consultation is needed between all three groups; business, government, and the target groups.

## SELF HELP

**Often target groups have good ideas about how their participation in the economy can be improved. Target group participation in the design and delivery of programs is seen as an ingredient to success. Likewise, community based economic development has advantages.**

Design and Delivery

- Senior citizens and the disabled especially should be involved in program design and delivery.
- Groups and individuals should have maximum control over their participation in programs. Wherever possible, they should be significantly involved in all aspects of programs for them.
- Target groups are inadequately represented on committees and advisory boards currently.

Community Based Economic Development

- Putting development in control of communities will give spin-off benefits beyond actual programs.
- The need for groups to be accountable to higher governments, and ultimately taxpayers should not be ignored.
- Community based development increases the pride a community takes in projects.
- Resources in the communities may be limited for these sorts of undertakings.

## INCOME

**No opinions were expressed on income programs. The section sought input on guaranteed annual wage programs for target groups and incentives for work while people are receiving benefits.**

# Economic Climate

The economic climate workshop provided a forum for discussion of public sector and private sector roles.

In almost all jurisdictions in Canada, governments have attempted to become a force for economic development through various types of initiatives. The topics in this section reflect the types of initiatives other governments have tried in the hope of promoting development.

Workshop groups chose which topics they wanted to discuss given the time limitations and the preferences of people in the workshop.

The most prevalent suggestion voiced by workshop groups was a call for government action of one form or another. Government sponsored studies, grants, loans, regulations and the creation of new departments and government institutions surfaced regularly as proposed solutions to problems or steps in problem solving.

This desire for government action appears to be related to the feeling that the Yukon's small population base limits the ability of its people and businesses to achieve the same level of economic growth as other Canadian regions without government assistance.

While there was a strong demand for government support in establishing and assisting Yukon's businesses, there was also a wary attitude towards allowing government to take too much control. Government's role was seen as a stimulative one — to provide assistance to overcome some of the Yukon's inherent economic handicaps such as geographic remoteness, harsh climate and relatively small population.

There was also agreement that economic development was not something that needed to be achieved regardless of other consequences. Social and environmental concerns must also be addressed along with economic ones when considering new development proposals.

Research was recognized as an important factor in creating a healthy economic climate in the Yukon. Delegates expressed the opinion that there was a need for supporting research projects which took into account the unique conditions encountered in the North. Government was also seen as a vital resource in the area of collecting data to help businesses determine the viability of proposed ventures.

It was felt a well trained work force was also an integral ingredient of a healthy economic climate. Close cooperation between training institutions and employers was seen as a requirement to achieve this goal.

The universal theme which emerged from the delegates was that ongoing communication between governments, businesses, organizations and individuals was a vital link in creating a healthy economic climate as we proceed into the next century.

## DEVELOPMENT OF TERRITORIAL BASED FINANCIAL INSTITUTIONS

**Although there was no agreement reached on how territorial financial institutions should be reformed and what type of institution would best serve the needs of Yukoners, there was consensus that existing institutions do not provide an adequate level of service to all Yukoners, especially those living in rural areas. Suggestions for improving service included: creating government owned and operated treasury branches, establishing other institutions which would be funded by the government until they were self supporting and could be privatized, and using government influence/legislation to force existing institutions to improve the level of service offered. While some people felt that there was not a large enough population in the Yukon to support an independent territorial-based financial institution, others felt that this was not the case. There was general agreement that changes to the existing financial institutions within the territory would require a combination of financial aid and legislative action by the government.**

### SUGGESTIONS

- Government loan guarantees through existing institutions may be an acceptable alternative to an independent territorial financial institution. Such guarantees would reduce perceived risks seen by "outside" institutions unfamiliar with the territory and its economy.
- The territorial government should re-examine existing loan programs and restructure them as necessary.
- Merits of loan applications should be assessed within the Yukon by people familiar with the territory.
- Government should undertake cost/benefit analysis of all its investments and identify the following: cost of the investment, benefits of the investment and the benefits of the same money being invested elsewhere.
- Loans at reduced interest rates should be made available to small businesses.
- A financial institution, similar to

the Alberta Treasury Board should be established.

- Government should pass enabling legislation to allow the creation of credit unions.
- Government should pass legislation requiring the local reinvestment of funds.
- Government should encourage alternative financing methods such as venture capital.
- Government should provide start-up capital to establish an institution which will provide long-term financing.
- The seasonal nature of many Yukon industries should be allowed for in loan repayment schedules (actual inventory financing).
- Government should apply pressure to existing financial institutions to force them to provide better and more sensitive service to Yukoners.
- Local community input should be incorporated into any decision to alter the financial services to that community.
- Government should assist in establishing a territorial financial institution, but reduce its role as the institution becomes self-supporting.

## DIVERSIFICATION

**While diversification of the territorial economy was recognized as a desirable goal, many obstacles were identified. They include a limited internal market for Yukon manufacturers as well as expensive freight costs to external markets, climatic restrictions on agriculture, and governmental regulatory restrictions. Some delegates emphasized that it was also important to build on our strengths, namely the resource sector. We should encourage expansion and diversification within that sector. Government's role was generally regarded as a coordinating and financial one, with implementation left up to the private sector. Tax breaks and grants were suggested as means to encourage development in targeted sectors. As well, the creation of a government financed and coordinated marketing agency was suggested to increase the export of Yukon-made goods. Other suggested incentives were support for research and development and a reduction of "red tape".**

**Before a Sunday afternoon workshop on economic climate, delegates heard a panel's views on the roles of government and the private sector.**

SUGGESTIONS

- Tax incentives/grants should be targeted to certain sectors to promote the creation of new industries.
- Opportunities for diversification within the resource-based industries should be explored.
- Government support should be more than just financial, e.g.- information exchange.
- "Balance" and "equity" are important in the distribution of funds.
- Existing resources such as forest products and moosehide should be used more productively.
- The viability of marketing cottage industry products outside of Yukon should be examined, possibly through the use of a joint marketing scheme similar to the one employed by the tourism sector.
- Incentives such as reduced corporate tax could be used to attract outside businesses to locate in the Yukon.
- CASE and FBDB should be requested to establish "Northern Consultation For Northerners" for small businesses at the local level.
- Local purchase by governments should be encouraged.
- A Yukon identity in manufacturing should be promoted through "Buy Yukon" and "Made in Yukon" labels for goods.
- Government regulatory regimes should be simplified. e.g.- brewery regulations, accessibility to land.
- Government should assist in determining the feasibility of proposed private sector initiatives.
- Steps should be taken to increase territorial government control of natural resources.
- YTG programs should be decentralized to rural communities to strengthen their economies.
- The role of the non-wage economy and means of supporting it should be considered.

## DEVELOPMENT OF TERRITORIAL OWNED AND CONTROLLED BUSINESSES

**Few groups selected this topic for discussion. Comments received tended to be very general in nature.**

COMMENTS

- Full cost/benefit analysis should be done before government investment takes place.
- The government's degree of participation would depend on the nature of the enterprise. In some instances, a crown corporation may be appropriate (e.g. energy), while in others band or community corporations may be better.
- Government involvement may be required to meet non-economic goals (societal benefits).
- Local businesses tend to be more responsive to local needs, and hence, are more desirable.
- Consumers play an important role through their choice of suppliers.

## SUPPORT FOR IMPROVED COMMUNICATIONS/TRANSPORTATION SYSTEMS

**Groups expressed a wide variety of opinions on the role government should play in the transportation and communication sectors. While some felt that government should be involved in all aspects, from legislation to program delivery, others saw government's role as a regulatory one which would determine needs and legislate/subsidize as necessary to see that minimum standards are maintained.**

**Access to remote communities was recognized as a priority as was the need to consult with industry to determine their needs. It was also suggested that cooperation with Alaska in the area of customs and shared transportation routes was important.**

SUGGESTIONS

- Government's role is to ensure that a minimum standard is set and maintained.
- Government's role should not be one of direct involvement. Rather, a subsidy to private sector operations may have to be employed to ensure that government objectives are met.
- Government should play a lead role in developing a communication system which is affordable and accessible to all Yukoners.
- Government has a dual role: legislative coupled with direct participation in the area of communication.
- Government's role in transportation is one of regulation, licensing, standards, safety, etc.
- Government must ensure access to remote communities but private sector should lead the development of goods-based transportation.
- Steps should be taken to remove customs barriers inhibiting trade with Alaska.
- Expensive travel and freight costs are a reality of life in the Yukon.

- Enhancement of revenue should be considered in decisions to improve infrastructure.
- Private sector should be consulted as to what they want in terms of infrastructure.
- Cooperation with Alaska on shared transportation routes is important.
- Passenger transport costs should also be considered.
- Community input should be gathered on local needs/wants.

## SUPPORT FOR NEW TECHNOLOGIES

**Many delegates voiced the need for northern-based research which would address the unique development obstacles encountered in the territory. A recurring theme in this section was that research should be conducted with public funds on projects suggested by the private sector. Some of the areas suggested for increased research efforts were agriculture, mining and alternative energy. Yukon College was suggested as a focal point for research and development within the territory.**

COMMENTS

- The development and utilization of new technologies is a shared responsibility between government and the private sector.
- Government should provide incentives to develop new technologies while the private sector should implement them.
- A "Government Information Centre" should be created to compile and disseminate information related to technological improvements.
- Northern-based research is important.
- The private sector should be consulted as to what areas need technological improvements.
- Research should be conducted in the areas of: mining, medicine, agriculture, housing and alternative energy.
- Cooperation between Yukon College and the University of Alaska is important.
- Research should be combined with other activities wherever possible, e.g., game farm used for research and tourist attraction.
- Government should simplify administration/regulation to facilitate private sector development in areas related to research and implementation of new technology.
- Government should undertake more demonstration projects rather than pure research.
- Research should be tied to private sector initiatives.

## SUPPORT FOR WORKER/MANAGEMENT TRAINING

**There was strong support among all groups for improved worker/management training programs. Some delegates emphasized the point that employers should play a role in determining what skills are required in the work force and hence, which skills should be taught. Special emphasis was placed on ensuring that all groups had equal access to upgrading courses. It was suggested that special support programs, such as child care for student-parents, may be required to guarantee equal access to education for all groups. Some delegates also felt that employers could increase direct delivery of upgrading skills (on-the-job training) with government assistance and under government regulated standards.**

COMMENTS

- Steps should be taken to reduce barriers which prevent Indian people from participating in programs.
- More programs which would allow women to fully participate in the job market should be developed.
- A database is required to determine which skill types are needed and which areas require training programs.
- Indians, women, elderly, youth and handicapped should have representation on advisory committees and boards.
- The access to and availability of training courses should be increased.
- Child care should be provided for students who are parents.
- Yukon and cultural experience should be considered "related experience" for employment positions.
- In-service, as well as pre-service training should be supported.
- Industry and institutions should cooperate on course planning.
- Government's role is to be responsive to the needs of employers and to provide financial support for training programs.
- Government should be responsible for establishing standards and guidelines to ensure uniform quality of education.

- On-the-job training programs should be expanded.
- More programs should be established which assist small (1-5 people) businesses.
- Government should provide assistance to allow private businesses and groups to deliver training programs.

## SUPPORT FOR THE DEVELOPMENT OF NEW MARKETS

**Government was seen as having a key role in the development of new external markets for Yukon-made goods. Some delegates thought that a joint marketing agency would be an effective means of promoting products. Such an agency could promote products in a manner similar to that employed in tourism campaigns where the whole industry benefits from a general promotional campaign. Some suggestions were also made regarding specific products which could be targeted as having export potential. The point was also made that government action may be required to protect the market for existing products, such as furs.**

COMMENTS
- Government should identify potential markets and assist in the promotion of Yukon-made products in those markets.
- Products for export could include parkas, jewelry, survival outer wear, and native arts and crafts.
- Government incentives should be provided to owners of cottage industries, for expanding their markets.
- "Made in Yukon" and "Native-Made" labels should be supplied to local manufacturers.
- Joint marketing campaigns, involving government and private businesses, such as those employed by Tourism Yukon could be undertaken by other industry groups.
- Goods which are purchased by tourists should be identified and promoted within tourism marketing efforts.
- The viability of fish farming should be examined.
- Arts and crafts development officers could be hired to expand/promote the industry.
- The level of government support to industries should be tied to expected economic benefits to the territory.
- The potential for new, untapped markets within the Yukon should be explored.
- Government should strive to reduce barriers to trade.
- Existing markets, such as the one for fur, should be protected by government.
- The creation of a Department of Trade and Marketing should be considered.

## SUPPORT FOR MUNICIPAL INFRASTRUCTURE

**Few groups discussed this topic. Of the comments received, there was a general consensus on the need to consult with local communities and to give them an active role in the decision-making process.**

COMMENTS
- Work on municipal infrastructure should be undertaken by private companies through the public tender process.
- Local communities should be given the authority to prioritize projects while other levels of government should provide the funding and financial administration.
- Local input should always be gathered before any development occurs.
- "One Company Towns" should be avoided whenever possible.
- Government should consider developing raw land and charging back development costs.
- All costs (ongoing as well as initial) must be considered before development.

## SUPPORT FOR INFRASTRUCTURE FOR DEVELOPMENT PROJECTS

**Few groups discussed this section and no overall themes emerged.**

COMMENTS
- Government support should be tailored to industry's needs.
- Government should assess the viability and impact of development projects.
- Government should not create regulatory regimes which could negatively impact on private development of infrastructure.
- Social impact should be considered along with economic environmental impact.
- Infrastructure for development projects should be privately owned.
- Cost recovery by government should be implemented in some form.

## SUPPORT FOR SOCIAL HOUSING

**Few groups discussed this section and as a result, no general themes can be summarized.**

COMMENTS

- Government must play the leading role in funding social housing.
- Local communities should have a high level of involvement in the provision and operation of social housing in their area.
- Public education on social housing and its components should be an integral part of any social housing program.

## SUPPORT FOR CONVERSION TO ALTERNATE ENERGY

**Government was seen as playing an important role in supporting programs for conversion to alternate energy forms. The need for thorough research before full-scale implementation was recommended, as was associated public information campaigns.**

COMMENTS

- Government's track record is "not impressive" in this area.
- Thorough research and development should be conducted before full-scale implementation of any project.
- Cost efficiency of existing energy sources should be improved through research and development.
- Government should lead in research and making technology accessible.
- Government aid should take the form of loans rather than grants. Savings from conversion should pay for cost of loans.
- Government's role should be in public education and ensuring the safety of projects.
- Private sector should determine the viability of alternatives.
- Support from financial institutions is important.
- Wood chip plants for steam, small scale hydro and wind power should be studied.
- Government should be more proactive on programs.

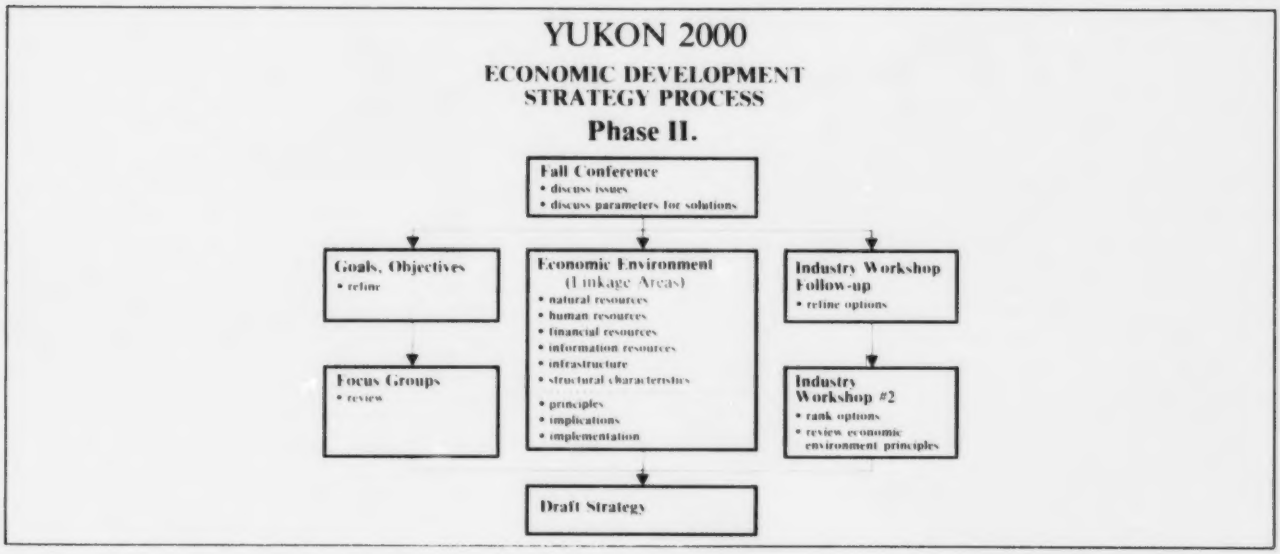
## LARGE SCALE ENERGY DEVELOPMENT

**Very few comments were received on this topic.**

COMMENTS

- Current resources should be utilized to full capacity before further development takes place.
- Government should lead all major energy development projects.

# The Process: Yukon 2000 Phase Two




During the November Conference the goals and objectives of the Economic Development Strategy were discussed and work on refining these will continue throughout Phase II.

Major issues identified in the linkage studies and Phase I industry workshops have been grouped into six broad categories called the Economic Environment. The Natural Resource topic centers on resource allocation with respect to renewable and non-renewable resources. Equity, participation and training are critical items to be considered under human resources. The financial resource topic incorporates such concerns as access to capital and tax incentives, while information resources includes research and development, and general business information needs. Energy, housing, communications, transportation and municipal infrastructure are incorporated into the infrastructure topic. The structural characteristics area deals with import substitution, export development, diversification and the roles of the public and private sectors. In summary, these six areas influence the economic environment within which the Yukon economy will grow and develop and as such, these will form a significant core component of the Economic Development Strategy. Guiding principles, implications and an implementation strategy will be outlined and discussed during Phase II.

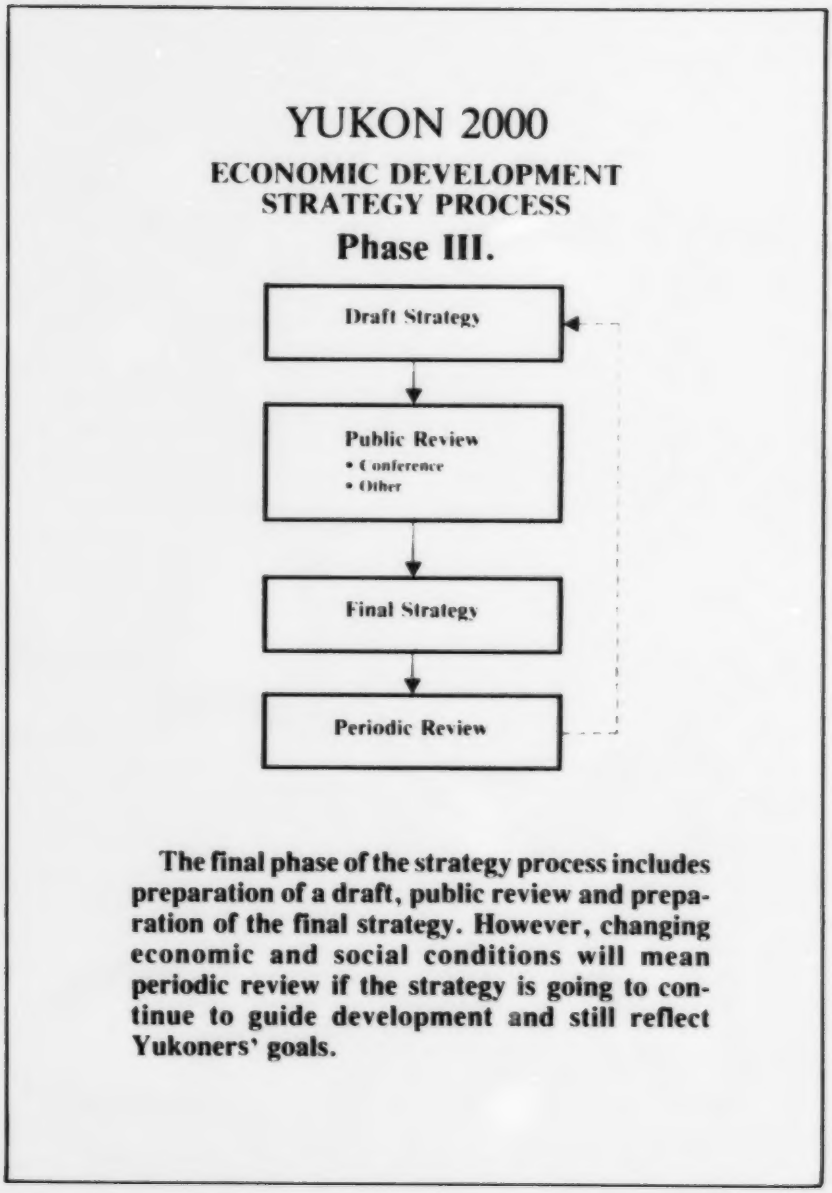
In the follow-up to the Phase I industry workshops, alternative methods for implementing the different industry options for growth will be refined. Once staff work on this has been completed, a second series of industry workshops will be convened to discuss and rank the methods for implementing these options. At this time industry workshop participants will also review the work completed in the economic environment section to discuss the implications on the industry and suggest modifications to this where needed.

During the second phase of community consultation meetings, the communities will be given the opportunity to focus on areas of concern to them. The community groups will be asked to choose from among a number of possible discussion topics, including the linkage or economic environment areas and results from the industry workshops, in accordance with the interests of the community.

Resource people, who are knowledgeable in the chosen area, will be available at the meetings to answer questions. The information obtained prior to and during the meetings will enable the community people to make informed decisions about the future of local and regional economic development.

In January, each community group will be contacted by phone and in writing to discuss the details of the upcoming meetings. The groups will be asked to recommend meeting formats, suggested meeting times and particular discussion topics.

# The Process: Yukon 2000 Phase Three




**The final phase of the strategy process includes preparation of a draft, public review and preparation of the final strategy. However, changing economic and social conditions will mean periodic review if the strategy is going to continue to guide development and still reflect Yukoners' goals.**

# Yukon 2000 Publications

All YUKON 2000 publications are available to the public. If you would like copies of any use the order form.

**1. Training**

The government made its Training Strategy public on December 2 of this year. It followed two months of public consultation after a draft was released in September. But the Education department says the report will be reviewed in the spring allowing further input through YUKON 2000 and the Indian Education Commission. The strategy paper lists steps which will be taken to implement the strategy.

**2. Resource Management**

This paper discusses the challenge of setting priorities and methods of dealing with competing demands for natural resources. Major components of a potential land and resource management strategy set the stage for future work in the development strategy process on natural and renewable resources.

**3. Housing**

Where Yukoners live and the quality of that shelter is an essential element of well-being. Housing relates to health, education and general welfare. But with most people spending between one- and two-fifths of their income on lodgings, it is also an aspect of economic activity. This paper examines housing needs and markets. In addition, the positive economic benefits from improving the housing stock are discussed.

**4. Youth, Elderly, and Disabled Participation in the Economy**

Recommendations on youth unemployment, poverty amongst the disabled, and integrating senior citizens into the economy highlight this paper. All three groups are treated in separate sections of the report to reflect the needs of each segment of society.

**5. Indian Participation in the Economy**

The traditional debate on the role of Yukon Natives in the economy has centered on the non-wage sector, subsistence living, entry into market econo-

mies and the problem of unemployment. This Yukon 2000 paper brings in issues relating the broader subject of economic development.

**6. Transportation**

Transportation is a critical aspect of development in any economy. This paper proposes steps to incorporate transportation issues into the Yukon 2000 process. In short, the Yukon has to look at what it wants to transport on an industry by industry basis. The type of transportation and steps to set it up must then be considered.

**7. Municipal Infrastructure**

The skills and resources in the communities needed to improve municipal infrastructure are lacking in the Yukon. This suggests a prerequisite to improving the physical infrastructure — the roads, sewers, utilities, and services, for example — is to equip local officials and organizations with the right information and know-how to stop decay or build where nothing existed before. The paper assesses the current state of municipal infrastructure and ways of establishing priorities to improve it. Improving municipal infrastructure could form the basis for economic development in many locations.

**8. Communications, Broadcasting and Telecommunications**

This paper takes a look at communications in the Yukon from the perspective of economic development. Various components are identified and assessed for current economic impact. Looking to the future, ways of determining the potential for further development and some opportunities are presented. Aspects of a communication strategy will complement other forms of development.

**9. Energy**

Energy costs Yukon residents $92 million a year. Of that 80 per cent, or $72 million leaves the territorial economy for the south robbing the Yukon of possible spin-off benefits from the industry. Substitution and conservation are amongst the measures advocated in this paper to deal with this problem. More policy work on non-residential users may be required, the paper argues.

**10. Financial Institutions**

A modern economy requires easily accessible financial services. But they are not easy to attract for many reasons in the Yukon. This paper puts work done in the Access to Capital study into the context of the Yukon 2000 process. Special mention is made to the quality of services in rural areas.

**11. Diversification**

A diversified economy has a balance between market and non-market activities, between renewable and non-renewable industry, between export and locally-oriented production, and between urban and rural locations. Business sizes, types of ownership, and credit sources are other areas which must have variety to get the stability diversification can bring.

**12. Small Business**

Discussion on small business apply to all 11 industrial sectors in the territory. They all have large numbers of small businesses. Problems and their solutions also cut across sectoral lines in many instances. This paper argues these problems deserve attention since small business is the "centerpiece" of regional economic stability.

**13. Government as an Economic Force**

A controversial topic today, this paper discusses the role of government, but some of the controversy can be avoided by looking at problems practically and then deciding government's role based on goals and objectives achieved with community consensus. Suggestions for making government a positive force are discussed.

**14. Research and Development**

Rapid and continuous change has put our society in a state of permanent technological revolution. Sometimes the change represents opportunities for us while sometimes it leaves us concerned. In Yukon, a well-developed research and development policy which addresses concerns can mean opportunities for new industry which suits our region or the revitalization of existing industries.

**15. Women's Participation in the Economy**

Development is a world-wide concern of women. It bears directly on the economic advancement of women if development strategies can take account of ways to eliminate barriers to women's equal participation in business, industry, and government, where wages are earned. Non-wage issues also are important for a Yukon development strategy.

**Other Reports Prepared for the Fall Conference**

- Community Consultation: September 1 to October 31

Sectoral Workshop Reports
- Manufacturing
- Mining
- Forestry
- Cultural Industries
- Non-wage economy
- Hunting, Trapping, Guiding
- Tourism
- Construction and Housing
- Trade and Services
- Fishing
- Agriculture and Food

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